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**JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE
PERSONNEL AT PANGKALAN UDARA SENDAYAN**

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UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
APRIL 2020**

**JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE PERSONNEL
AT PANGKALAN UDARA SENDAYAN**

By

FATIMAH BINTI PAUZI



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for the Master of Science (Management)**

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ABSTRACT

Job satisfaction is a positive and favourable feeling towards one's job. Satisfied personnel perform better and retain longer in their job. This paper focuses on Royal Malaysia Air Force (RMAF) personnel at Pangkalan Udara Sendayan due to increasing disciplinary related cases among personnel such as absent without leave (THTC), criminal cases and loan defaulter. Relationship with peers, superior subordinate relationship, organizational climate, and economy rewards were tested towards job satisfaction among personnel. The research instrument used in this study is a questionnaire adopted and adapted from Mahussain (2007) on military discipline affecting military personnel. Questionnaires were sent to personnel using online survey form. The results indicated that all independent variables are related to job satisfaction with economic rewards as the most influential variable to job satisfaction, followed by organizational climate and superior-subordinate relationship. However, relationship with peers is an influential factor towards job satisfaction.

Keywords: *Job satisfaction; peer relationship; superior subordinate relationship; organizational climate; economy rewards.*



ABSTRAK

Kepuasan kerja adalah perasaan seseorang yang positif dan menyenangkan terhadap kerja mereka. Kakitangan yang berpuashati bekerja lebih baik dan kekal lebih lama dalam kerja mereka. Kertas penyelidikan ini menumpu ke atas kakitangan Tentera Udara Malaysia (RMAF) di Pangkalan Udara Sendayan kerana peningkatan kes berkaitan disiplin kakitangan seperti tidak hadir tanpa cuti (THTC), kes jenayah dan tidak membayar pinjaman. Perkaitan perhubungan rakan sekerja, hubungan pegawai atasan-pekerja bawahan, suasana organisasi dan ganjaran ekonomi diuji ke atas kepuasan kerja di kalangan kakitangan. Instrumen penyelidikan yang digunakan dalam kajian ini dipinjam dan disesuaikan dari kajian Mahussain (2007) berkaitan pengaruh disiplin ketenteraan ke atas anggota tentera. Soalselidik dihantar kepada kakitangan menggunakan borang tinjauan atas talian Google. Keputusan menunjukkan bahawa kesemua angkubah tidak bersandar adalah berberkaitan dengan kepuasan kerja di mana ganjaran ekonomi sebagai mempengaruhi utama kepada kepuasan kerja, diikuti oleh suasana organisasi dan hubungan pegawai atasan-pekerja bawahan. Bagaimanapun, hubungan rakan sekerja tidak mempunyai pengaruh ke atas kepuasan kerja.

Kata kunci: *Kepuasan kerja; hubungan rakan sekerja; hubungan pegawai atasan-pekerja bawahan; persekitaran organisasi; ganjaran ekonomi.*



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LIST OF ABBREVIATIONS

MAF	Malaysian Armed Forces
RMAF	Royal Malaysian Air Force



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The Malaysian Armed Forces is the backbone on security of Malaysia, providing protection from any external threat by air, sea or land. There are two categories of military personnel in the Malaysian Armed Forces; the officers and other ranks. All the officers are commissioned by the Seri Paduka Baginda Yang DiPertuan Agong, which includes the cadet officers, graduate officers, cadets who graduated from the University of Malaysian Defence and qualified duty officers into several schemes. However, the other ranks are not commissioned. The rank of Sergeant and above (or equivalent), are known as Senior Non Commissioned Officers (SNCO) and the rank of Corporal (or equivalent) is known as a Non Commissioned Officer (NCO). To keep personnel's morale in good condition, they need to be conscious of any contributing factors that could impact their morale. One factor that is obviously synonymous with morale is job satisfaction. Job satisfaction has always interest the researchers in organizational study. The researchers are interested in exploring the underlying reason why employees are satisfied with their job and vice versa. Earlier studies on job satisfaction has cover on various types of job and very few on the army personnel especially in Royal Malaysia Air Force (RMAF). A career involving national security and defence is a very challenging and demands high discipline among its members (Baker & Ibrahim, 2014; 2017). Career in the army is associated with a very

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APPENDIX

Correlations Analysis Results:

Correlations		JS	RP	SS	OC	EC
JS	Pearson Correlation	1	.441**	.491**	.564**	.484**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	267	267	267	267	267
RP	Pearson Correlation	.441**	1	.686**	.525**	.284**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	267	267	267	267	267
SS	Pearson Correlation	.491**	.686**	1	.627**	.219**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	267	267	267	267	267
OC	Pearson Correlation	.564**	.525**	.627**	1	.503**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	267	267	267	267	267
EC	Pearson Correlation	.484**	.284**	.219**	.503**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	267	267	267	267	267

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis Results:

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	EC, SS, RP, OC ^b	.	Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.411	.282

a. Predictors: (Constant), EC, SS, RP, OC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.096	4	3.774	47.407	.000 ^b
	Residual	20.857	262	.080		
	Total	35.952	266			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), EC, SS, RP, OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.281	.225		5.700	.000
	RP	.062	.051	.080	1.207	.228
	SS	.167	.054	.226	3.100	.002
	OC	.230	.069	.231	3.345	.001
	EC	.256	.048	.296	5.329	.000

a. Dependent Variable: Job Satisfaction

QUESTIONNAIRE

JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE PERSONNEL AT PANGKALAN UDARA SENDAYAN

SECTION A -

Please tick (/) for the most appropriate responses/ answer in respect of the following items.

1. Gender

☐

Male

☐

Female

2. Age

☐

30 year old
and below

☐

41 – 50 year old

☐

31 – 40 year
old

☐

51 – 60 year old

3. Race

☐

Malay

☐

Indian

☐

Chinese

☐

Others

4. Marital Status

☐

Single

☐

Married

☐

Divorced

5. Education level

☐

PHD

☐

Master's Degree

☐

Bachelor's
Degree

☐

Diploma

☐

STPM/ STAM

☐

SPM

6. Rank level

☐

Mej/ Lt Kol
TUDM

☐

Lt M/ Lt/ Kapt
TUDM

☐

Sjn U/ FSjn/
PW U II/
PW U I

☐

Pbt/ LU II/ LU I/
Kpl/ Kpl U

7. Current department

☐

Tadbir

☐

Sumber Manusia

☐

Materiel

☐

Latihan

☐

Kenderaan

☐

Jasmani

8. Monthly Income

☐

RM1001
RM2000

–

☐

RM2001
RM3000

–

☐

RM3001 –
RM4000

☐

RM4001
RM5000

–

☐

RM5000
RM6000

–

☐

More than
RM6000

9. Length of Service (at this organisation)

☐

1-5 years

☐

5-10 years

☐

15-20 years

☐

20 years and
above

SECTION B

Please tick (/) for the most appropriate responses / answer in respect of the following items.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No	Item Label	Please Tick (/)				
1.	I can work well with my peers.	1	2	3	4	5
2.	I get on well with my peers at the workplace.	1	2	3	4	5
3.	I can work collaboratively with my peers to complete any tasks.	1	2	3	4	5
4.	I understand with my peer's different points of view.	1	2	3	4	5
5.	I have the ability to interact with my peers from different cultural backgrounds.	1	2	3	4	5
6.	I feel free to discuss my personal and professional problems with my peers.	1	2	3	4	5
7.	I have the ability to work under pressure.	1	2	3	4	5
8.	I have the capacity to be flexible with the instructions from my superior at the workplace.	1	2	3	4	5
9.	I understand the nature of my task in my	1	2	3	4	5

	organisation.					
10.	My superiors demonstrate leadership skills.	1	2	3	4	5
11.	My superiors demonstrate management skills.	1	2	3	4	5
12.	My superiors are responsible for personnel professional development.	1	2	3	4	5
13.	My superiors demonstrate initiatives at the workplace.	1	2	3	4	5
14.	I feel free to discuss any personal and professional problems with my superiors.	1	2	3	4	5
15.	I am satisfied with the level of support and guidance provided by my superior.	1	2	3	4	5
16.	The company provides excellent benefits and welfare facilities for the employees and their families.	1	2	3	4	5
17.	Everyone in this organization trusts each other.	1	2	3	4	5
18.	I feel totally secure in this job.	1	2	3	4	5
19.	The management of this organization is supportive towards employee.	1	2	3	4	5
20.	I am being provided with all trainings necessary for me to perform my job.	1	2	3	4	5
21.	The office/ department where I work are well managed.	1	2	3	4	5
22.	The skills that I learn would be valuable in doing a task better.	1	2	3	4	5
23.	All the allowances and advances are provided on time.	1	2	3	4	5
24.	Medical facilities are adequate and provided on time.	1	2	3	4	5
25.	My salary is appropriate based on my responsibilities and experience.	1	2	3	4	5
26.	I am being provided with clear instructions and sufficient facilities regarding new assignments.	1	2	3	4	5
27.	I am clearly informed about what exactly is expected of me regarding my work.	1	2	3	4	5
28.	I get all information about the events and affairs of the organization which have an effect on my work.	1	2	3	4	5
29.	I find my work interesting and challenging.	1	2	3	4	5
30.	I am treated with trust and respect.	1	2	3	4	5
31.	I feel my contributions are adequately recognized and rewarded.	1	2	3	4	5

Thank you for your time and co-operation.